



**New York City Council**

Christine C. Quinn, Speaker

**Finance Division**

Preston Niblack, Director

Jeffrey Rodus, First Deputy Director

**Hearing on the Mayor's Fiscal Year 2011 Preliminary Budget**

**Department of Correction**

March 10, 2010

**Committee on Fire and Criminal Justice Services**

Hon. Elizabeth Crowley, Chair

Andy Grossman, Deputy Director, Finance Division

Eisha Wright, Supervising Legislative Financial Analyst

# Summary and Highlights

## Department of Correction Financial Summary

*Dollars in thousands*

	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011*
Personal Services	\$841,605	\$879,917	\$871,374	\$890,682	\$861,215	(\$10,158)
Other Than Personal Services	124,053	130,283	131,049	128,750	143,134	12,085
<b>Table Total</b>	<b>\$965,659</b>	<b>\$1,010,200</b>	<b>\$1,002,423</b>	<b>\$1,019,432</b>	<b>\$1,004,349</b>	<b>\$1,926</b>

*\*Difference refers to the variance between the Fiscal 2010 Adopted Budget and the Fiscal 2011 Preliminary Budget*

The Department of Correction's Fiscal 2011 Preliminary Expense Budget of \$1.004 billion remains relatively static in comparison to its Fiscal 2010 Adopted Expense Budget of \$1.002 billion.

At the time of Adoption for Fiscal 2010, the agency's estimated budget for Fiscal 2011 was approximately \$20.5 million greater than the Adopted 2010 budget. The agency's estimated Personal Services budget of \$885.9 million for Fiscal 2011 was already approximately \$14.6 million higher than its Fiscal 2010 Adopted PS Budget of \$871.3 million. The agency's estimated OTPS budget of \$136.9 million for Fiscal 2011 was \$5.9 million higher than its Fiscal 2010 Adopted OTPS budget of \$131 million.

The Fiscal 2011 Preliminary Budget now increases by only \$1.9 million when compared to the Fiscal 2010 Adopted Budget rather than the \$20.5-million increase at the time of Adoption. This reduction of \$18.6 million is due to the January Plan's proposed budget reductions of \$35.5 million offset by new needs in the amount of \$5.8 million and other adjustments in the amount of \$11.1 million.

The January Plan for Fiscal 2010 is \$17 million greater than the Fiscal 2010 Adopted amount. This is the result of \$13.6 million in Program to Eliminate the Gap (PEG) proposals offset by \$5.8 million in new needs, \$8.8 million in other adjustment and \$16 million in PEG restorations.

- Revision to Inmate Classification System.** According to the Preliminary Mayor's Management Report (PMMR), "DOC is undertaking a review and revision of its security classification system with assistance from the National Institute of Corrections. DOHMH is developing a classification instrument and both departments are together revamping the operation of their mental observation housing units." The Current classification system is outdated and has too many specialized housing units which require increased staffing and increased costs. Population management and staffing efficiencies can only be achieved once the classification system has been revised (see page 15).
- Population Management Efficiencies.** The Department of Correction is planning to achieve population management efficiencies through the consolidation of inmate housing. The January Plan includes three Program to Eliminate the Gap (PEG) proposals to improve inmate housing. If implemented in Fiscal 2011, these efficiencies would allow DOC to reduce its uniform headcount by 162 positions and generate savings of approximately \$15 million annually (see page 9 and 10).
- Staffing Efficiencies.** The Department of Correction is planning to achieve staffing efficiencies by streamlining the functions of its uniform employees within its Jail Operations and Rikers Island Operations and Security program areas. The January Plan includes four PEG proposals to eliminate and/or reduce uniform positions within the Department's headquarters, jail, support command and Court units. If implemented in Fiscal 2011, these staffing and operational efficiencies would allow DOC

to reduce its uniform headcount by 303 positions and generate savings of approximately \$20 million annually (see page 10 and 16).

- **Leasing Beds to the Federal Government.** The January Plan contains a PEG proposal to have DOC house 300 federal inmates annually beginning in Fiscal 2010. This proposal if implemented will allow DOC to reduce its City funded budget by \$3.6 million in Fiscal 2010 increasing to \$16.4 million in Fiscal 2011. While this is the first time federal inmates will be housed at DOC, the leasing of beds to other jurisdictions is not new. Over the past several years, the Department has also leased beds to Suffolk County (see page 11).

# Department of Correction

The Department of Correction (DOC) provides custody, control and care of misdemeanants and felons sentenced to one year of incarceration or less; detainees awaiting trial or sentence; newly sentenced felons awaiting transportation to State correctional facilities; alleged parole violators awaiting revocation hearings; and State prisoners with court appearances in New York City. Professional care and services, including health and mental health care, opportunities for religious observance, educational instruction, vocational training, discharge planning and substance abuse counseling are provided. In Fiscal 2009, the Department handled over 100,000 admissions, managed an average daily population of 13,362 and transported 307,149 individuals to court.

- Key Public Services Areas**
- Provide a safe and secure environment for inmates and staff
  - Provide access to services to prepare inmates for life after release.
  - Provide correction-related services and information to the public.

- Critical Objectives**
- Ensure the security and safety of inmates while in custody.
  - Reduce inmate violence in correctional facilities.
  - Provide inmates access to health services.
  - Efficiently manage bed capacity and cell maintenance and repair.
  - Ensure timely transport of inmates to courts throughout the City.
  - Ensure access to programs, including educational opportunities, drug abuse programs and vocational training.
  - Notify crime victims when inmates are released and provide inmate information to the public.

SOURCE: Mayor's Management Report

**Department of Correction Financial Summary by Program Area**

*Dollars in Thousands*

	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Budget by Program Area</b>						
Jail Operations	\$784,258	\$826,099	\$858,494	\$895,267	\$851,772	(\$6,722)
Rikers Security & Operations	33,603	32,084	23,785	22,259	21,231	(2,554)
Infrastructure & Environmental Health	34,060	39,230	31,642	31,452	31,494	(148)
Hospital Prison Ward	18,816	18,591	13,989	13,775	14,001	12
Health & Programs	13,703	13,023	10,677	13,873	11,331	654
Management & Administration	44,558	46,784	57,956	36,971	68,611	10,654
Academy & Training	36,660	34,389	5,878	5,835	5,908	30
<b>TOTAL</b>	<b>\$965,659</b>	<b>\$1,010,200</b>	<b>\$1,002,423</b>	<b>\$1,019,432</b>	<b>\$1,004,349</b>	<b>\$1,926</b>
<b>Funding</b>						
City Funds			\$976,672	\$982,754	\$950,690	(\$25,982)
Federal – Other			21,538	31,882	41,309	19,771
Intra-City			340	397	191	(149)
State			3,871	3,872	12,159	8,286
Other Categorical			0	527	0	0
<b>TOTAL</b>			<b>\$1,002,423</b>	<b>\$1,019,432</b>	<b>\$1,004,349</b>	<b>\$1,926</b>

**Department of Correction Headcount Summary**

	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Positions</b>						
Full-Time Positions – Civilian	1,406	1,420	1,517	1,559	1,612	95
Full-Time Positions - Uniformed	9,149	9,068	8,869	8,662	8,176	(693)
<b>TOTAL</b>	<b>10,555</b>	<b>10,488</b>	<b>10,386</b>	<b>10,221</b>	<b>9,788</b>	<b>(598)</b>

**Agency Overtime Reconciliation**

**Actual Overtime - Fiscal 2005-2009**

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Uniform	\$56,246,924	\$64,956,427	\$91,382,925	\$98,621,364	\$91,004,855
Civilian	\$5,422,400	\$6,102,352	\$9,152,219	\$8,899,003	\$7,842,406
<b>Total OT</b>	<b>\$61,669,324</b>	<b>\$71,058,779</b>	<b>\$100,535,144</b>	<b>\$107,520,367</b>	<b>\$98,847,260</b>

**Planned Overtime - Fiscal 2011 January Plan**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Uniform	\$63,777,478	\$59,639,396	\$59,945,391	\$59,945,391	\$59,945,391
Civilian	\$6,141,107	\$6,141,107	\$6,141,107	\$6,141,107	\$6,141,107
<b>Total OT</b>	<b>\$69,918,585</b>	<b>\$65,780,503</b>	<b>\$66,086,498</b>	<b>\$66,086,498</b>	<b>\$66,086,498</b>

The Department of Correction submits a proposal for its uniform and civilian overtime budget each time the Mayor releases a Financial Plan. Whereas the Fiscal 2011 January Plan above shows projected overtime of approximately \$70 million in Fiscal 2010 and \$66 million in each of the outyears, this sum is significantly lower than the \$100 million figure spent by the agency in each of the past three fiscal years. This difference is attributable to DOC's aggressive efforts to damp down planned overtime costs. However, due to attrition and the Department's inability to hire up to its authorized headcount, actual uniform overtime expenditures frequently exceed the budgeted amount. This is because the Department is forced to staff on overtime fixed security posts that would otherwise be run on straight time. Fiscal 2010 attrition figures received from DOC indicate that year-to-date attrition rates are 9.32 percent for civilian and 8.87 percent for uniform employees. These figures are higher than previously reported by DOC (8.44 percent for civilian and 5.18 percent for uniform employees) due to the retirement of 67 correction officers and 11 civilians in January. If attrition rates continue to increase DOC may exceed its Fiscal 2010 overtime budget.

**Miscellaneous Revenue**

	Actual		Planned				
	2008	2009	2010	2011	2012	2013	2014
Vending Machine	\$431,369	\$351,408	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000
Franchise-Commissary	\$0	\$0	\$0	\$2,555,000	\$2,555,000	\$2,555,000	\$2,555,000
Commissary Funds	\$12,010,217	\$12,000,837	\$12,000,000	\$0	\$0	\$0	\$0
Other	\$7,325,323	\$8,958,095	\$6,758,000	\$6,499,000	\$6,499,000	\$6,499,000	\$6,499,000
<b>TOTAL</b>	<b>\$19,766,909</b>	<b>\$21,310,340</b>	<b>\$19,198,000</b>	<b>\$9,494,000</b>	<b>\$9,494,000</b>	<b>\$9,494,000</b>	<b>\$9,494,000</b>

The Department of Correction collects miscellaneous revenue from jail commissary operations, vending machines and surcharges on inmate telephone calls. Jail commissary operations include franchise commissary and commissary funds. Franchise commissary represents the receipt of anticipated revenue that DOC would receive from a contracted vendor for operating the commissary system. Commissary funds represent revenue received from the sale of commissary goods. In Fiscal 2009, the Department collected \$21.3 million in revenue. For Fiscal 2010 the projected amount decreases by approximately \$2.1 million, bringing the total to approximately \$19.2 million. For Fiscal 2011 and the outyears, the Department projects the receipt of \$9.5 million from all miscellaneous revenue sources. Of note, of the approximately \$6.5 million in Other miscellaneous revenues projected for Fiscal 2010 and the outyears, more than \$4.3 million is generated by inmate telephone fees. Although franchise commissary in the amount of \$2.5 million is included in Fiscal 2011 and the outyears it is unlikely that the Department will receive such revenue as the Department plans to centralize commissary operations internally.

# Capital Program

The January 2010 Capital Commitment Plan includes \$1.051 billion in Fiscal 2010-2013 for the Department of Correction (including City and Non-City funds). This represents 2.7 percent of the City's total \$39.14 billion January Plan for Fiscal 2010-2013. The agency's January Commitment Plan for Fiscal 2010 - 2013 is 0.4 percent less than the \$1.055 billion scheduled in the September Commitment Plan, a decrease of \$3.8 million.

Over the past five years the Department of Correction has only committed an average of 25.8 percent of its annual Capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2010 Capital plan will be rolled into Fiscal 2011, thus greatly increasing the size of the Fiscal 2011-2014 Capital plan. Since Adoption last June, the Capital Commitment Plan for Fiscal 2010 has decreased from \$299.7 million to \$295.9 million, a reduction of \$3.8 million, or 1.3 percent.

Currently the Department of Correction's appropriations total \$339.9 million in City-funds for Fiscal 2010. These appropriations are to be used to finance the agency's \$283.5 million City-funded Fiscal 2010 Capital Commitment Program. The agency has \$56.4 million, or 19.9 percent more funding than it needs to meet its entire Capital Commitment Program for the current fiscal year.

The Department's Ten-Year Capital Strategy includes a total of \$1.48 billion in funding for: acquisition of new equipment, capacity replacement, and a major overhaul of building systems, infrastructure and support space for Fiscal 2010-2019.

## FY 2010 Adopted Capital Commitment Plan

<i>Dollars in Thousands</i>	2010	2011	2012	2013	2014-2019
Equipment	\$24,723	\$5,853	\$2,750	\$3,750	\$40,200
Capacity Replacement	55,854	35,009	148,000	420,095	206,135
Building Systems, Infrastructure & Support Space	219,091	126,588	6,044	7,750	179,388
<b>TOTAL</b>	<b>\$299,668</b>	<b>\$167,450</b>	<b>\$156,794</b>	<b>\$431,595</b>	<b>\$425,723</b>

## Equipment

The Ten-Year Capital Strategy provides \$77.3 million for upgrades and or replacements of vehicles, computers, security equipment, and communication systems.

## Capacity Replacement

The Ten-Year Capital Strategy provides \$865.1 million for the capacity replacement program. Scheduled commitments include:

- design of the 720 bed addition at the Brooklyn Detention Center which is scheduled for completion in 2012;
- construction of the 1,194 beds at the James A Thomas Center (JATC) on Rikers Island which is set to begin in 2010.

Below please find the capacity of the jails on Rikers Island and in the Boroughs.

<b><i>Rikers Island Facilities</i></b>	<b><i>Capacity</i></b>
Anna M. Kross Center	2,388
Robert N. Davoren Center	2,238
Eric M. Taylor Center	2,051
George Motchan Detention Center	2,978
George R. Vierno Center	1,310
James A. Thomas Center	1,194
North Infirmary Command	475
Otis Bantum Correctional Center	1,697
Rose M. Singer Center	1,139
West Facility	940
<b><i>Rikers Island Sub-total</i></b>	<b><i>16,410</i></b>
<b><i>Borough Facilities</i></b>	<b><i>Capacity</i></b>
Brooklyn House of Detention	759
Queens House of Detention	467
Manhattan Detention Center	898
Vernon C. Bain Center	870
<b><i>Borough Sub-total</i></b>	<b><i>2,994</i></b>
<b><i>Max. Operating Capacity</i></b>	<b><i>19,404</i></b>

*Source: Department of Correction*

### **Building Systems, Infrastructure and Support Space**

The Ten-Year Capital Strategy provides \$538.9 million for improvements to building systems, infrastructure, and support space. Projects include:

- construction of a Rikers Island Co-generation Power Plant;
- improvements to Rikers Island perimeter security and fencing;
- window replacements and roof reconstruction at various facilities;
- replacement of the Rikers Island showers and facades;
- continuation of fire life safety upgrades at Rikers Island facilities.

# Program Areas

## Jail Operations

This program area includes funding for the operation of the jails on Rikers Island and in the Boroughs, custody of inmates at the various Court Pens, and transportation of DOC inmates to and from court.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$700,829</b>	<b>\$738,791</b>	<b>\$781,945</b>	<b>\$804,184</b>	<b>\$773,380</b>	<b>(\$8,565)</b>
Full-Time Salaried – Civilian	36,026	37,135	43,863	46,768	48,439	4,577
Full-Time Salaried – Uniform	476,220	518,214	513,189	560,785	531,021	17,832
New Positions	0	0	3	0	0	(3)
Other Salaried & Unsalariated	2,790	3,005	2,753	3,138	3,142	389
Additional Gross Pay	75,416	76,583	102,676	99,252	100,046	(2,631)
Overtime - Civilian	4,444	3,357	6,141	\$6,141	6,141	0
Overtime - Uniformed	86,565	80,676	59,142	63,735	59,639	498
Fringe Benefits	19,367	19,821	23,759	24,366	24,952	1,192
Amounts to be Scheduled	0	0	30,419	0	0	(30,419)
<b>Other Than Personal Services</b>	<b>\$83,429</b>	<b>\$87,308</b>	<b>\$76,549</b>	<b>\$91,082</b>	<b>\$78,391</b>	<b>\$1,843</b>
Supplies and Materials	36,501	42,092	29,045	44,558	30,481	1,437
Property and Equipment	945	1,034	842	847	1,049	207
Other Services and Charges	41,104	38,144	39,411	39,748	39,411	0
Social Services	3,411	3,494	3,128	3,128	3,102	(26)
Contractual Services	1,277	2,382	1,397	2,713	1,622	225
Fixed and Misc. Charges	192	161	2,726	88	2,726	0
<b>TOTAL</b>	<b>\$784,258</b>	<b>\$826,099</b>	<b>\$858,494</b>	<b>\$895,267</b>	<b>\$851,772</b>	<b>(\$6,722)</b>
<b>Funding</b>						
<i>City Funds</i>			\$833,079	\$859,961	\$798,304	(\$34,775)
<i>Federal – Other</i>			21,538	31,435	41,309	19,771
<i>Intra-City</i>			5	0	0	(5)
<i>State</i>			3,871	3,871	12,159	8,287
<b>TOTAL</b>			<b>\$858,494</b>	<b>\$895,267</b>	<b>\$851,772</b>	<b>(\$6,722)</b>
<b>Positions</b>						
Full-Time Positions - Civilian	737	752	895	935	990	95
Full-Time Positions - Uniformed	7,411	7,964	8,224	8,042	7,562	(662)
<b>TOTAL</b>	<b>8,148</b>	<b>8,716</b>	<b>9,119</b>	<b>8,977</b>	<b>8,552</b>	<b>(567)</b>

Additional gross pay and overtime are included in the Jail Operations Program area for Fiscal 2010 and Fiscal 2011. These funds will later be modified into the other program areas which currently show no funding in these object classes.

**Performance Measures**

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmates delivered to court	326,735	317,612	307,149	105,068	100,059	*
On-trial inmates delivered to court on time (%)	99.8%	99.4%	99.6%	99.6%	99.9%	95%

**Population of Inmates in the Correctional System**

Fiscal Year	2006	2007	2008	2009	2010*
Admissions	103,830	108,767	107,516	99,939	48,401
Average Daily Population	13,497	13,987	13,849	13,362	13,170
Average Length of Stay	48 days	47 days	47.5 days	49 days	49.9 days

through January 2010

Note: DOC does not project these statistics very far into the future. According to the agency, however, no significant changes are forecast over the course of the Financial Plan

<i>Actual Detainee Average Length of Stay (days)</i>			
2006	2007	2008	2009
46.7	46.3	48.5	50.3

<i>Actual City-Sentenced Average Length of Stay (days)</i>			
2006	2007	2008	2009
37.0	37.0	34.3	34.8

**Fiscal 2010 “Fallout” Rate for All Inmates in the Correctional System**

Length of Stay in Days	Percentage of all Admissions *
3	30%
7	49%
10	54%
15	60%
30	71%
60	85%

\* Fiscal Year 2009

**Population Management Efficiencies**

- **Closure of Special Needs Housing.** The Department will reduce its uniform headcount by 11 positions and generate savings of approximately \$1 million annually by closing underutilized special needs housing on Riker’s Island.

- **Elimination of One Punitive Segregation Housing Unit.** The Department will reduce its uniform headcount by 36 positions and generate savings of approximately \$3.3 million in Fiscal 2011 increasing to \$3.4 million in Fiscal 2014 by eliminating one punitive segregation housing area.
- **Inmate Housing Efficiencies.** The Department of Correction along with the National Institute of Corrections is in the process of reclassifying inmates within DOC's correctional facility. According to the Office of Management and Budget (OMB), it is anticipated that the reclassification will be complete by March 2010. The Department will reduce its uniform headcount by 115 positions and generate savings in the amount of \$10.6 million in Fiscal 2011 increasing to \$10.9 million in Fiscal 2014.

## Staffing Efficiencies

- **Jail, Court, and Support Command Post Reductions.** The Department of Correction is planning to achieve staffing efficiencies through the reduction of correction officer posts within the jails, Courts and support command center. According to OMB, the Department is still examining where the post will be removed from.

This action if implemented in Fiscal 2011 would reduce the uniform headcount by 176 positions and generate saving of approximately \$8 million in Fiscal 2010, \$16.2 million in Fiscal 2011 increasing to approximately \$16.7 million in Fiscal 2014. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.

- **Eliminate 10% of Uniform Headquarter Posts.** The January Plan proposes to eliminate ten percent of DOC's existing administrative uniformed posts at Headquarters annually beginning in Fiscal 2010. Through attrition, the Department is proposing to eliminate 27 uniform positions annually and generate savings in the amount of \$1.2 million in Fiscal 2010 and approximately \$2.5 million annually beginning in Fiscal 2011. The amount of savings in Fiscal 2011 and the outyears represents the full-year value of the reduced headcount.
- **Civilianize 100 Administrative Positions.** As reflected in the January Plan, DOC proposes to achieve savings by civilianizing 100 uniformed administrative positions. The Department will redeploy uniform officers out of various administrative jobs functions within the agency and phase in the civilian positions. The Department will generate savings of approximately \$100,000 in Fiscal 2010, \$1.2 million in Fiscal 2011 and \$1.6 million annually beginning in Fiscal 2012. For Fiscal 2010 the amount is lower because the civilianization will start midway through the fiscal year and be phased in.
- **Civilianization of Hospital Run Posts.** The Department proposes to achieve savings by civilianizing one non-emergency hospital run post. Currently for every non-emergency hospital run post, there are three uniform officers (one driver and two escorts). The Department will civilianize the drivers allowing for the redeployment of 14 uniform officers into the jails. The Department will generate savings of approximately \$249,000 in Fiscal 2010 and approximately \$497,000 annually beginning in Fiscal 2011. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.

## Overtime Savings

- **Academy Overtime Savings.** For Fiscal 2010, the Department had a single graduating class of 206 corrections officers in August. According to the Department, no other classes are scheduled for Fiscal 2010. As a result, DOC proposes to achieve overtime savings in Fiscal 2010 by redeploying correction officers out of the Academy and into the jails. The January Plan recognizes saving of approximately \$1.2 million for Fiscal 2010. Please see the Administration – Academy and Training program area for a historical view of the recent Correction officer hiring classes.

## Other Actions

- **Leasing Beds to the Federal Government.** According to OMB, there is a severe shortage in the Northeast of jail beds to house inmates facing federal charges. Conversely, DOC has surplus capacity. The January Plan contains a PEG proposal to have 300 federal inmates phased in to DOC custody beginning in Fiscal 2010.

The net cost of this action is \$455,000 in Fiscal 2010 and approximately \$3.2 million in Fiscal 2011 and the outyears. These sums would cover the hiring of 16 additional correction officers in Fiscal 2010, increasing to 33 officers by Fiscal 2011, to provide custody of these federal inmates. However, the revenue from the federal government (\$3.6 million in Fiscal 2010 rising to approximately \$16.4 million by Fiscal 2014) far exceeds these amounts. As such, the agency is able to remove significant City tax-levy funds from its budget (approximately \$3.6 million in Fiscal 2010 and approximately \$13.2 million in Fiscal 2011 and the outyears).

The federal inmates, who would be housed by DOC in completely segregated housing units, are classified as lower risks than typical DOC inmates are. While this is the first time federal inmates will be housed at DOC, the leasing of beds to other jurisdictions is not new. Over the past several years, the Department has also leased beds to Suffolk County.

- **Northern Border Prosecution Revenue.** The U.S. Department of Justice (DOJ) has a program called the Northern Border Prosecution Initiative (NBPI) that provides funds to local governments in 14 northern states for prosecution and detention services involving certain individuals referred by the Immigration and Customs Enforcement (ICE) and the U.S. Marshals Service. In a funding switch, the January Plan recognizes the receipt of NBPI funds in the approximate amount of \$3.8 million in Fiscal 2010 only. An identical amount in City tax-levy funds is being removed as a result.
- **Other Than Personal Services (OTPS) Efficiencies.** According to the January Plan, the Department will generate savings by implementing various OTPS reductions which include savings to its bakery, fleet operations, supplies and travel budgets. For Fiscal 2010, the Department will generate savings in the amount of \$378,000. For Fiscal 2011 and the outyears the amount will decrease to \$373,000.

## PEG Restorations

The January Plan for Fiscal 2010 includes \$16 million in PEG restorations. Although the Financial Plan still assumes savings for Fiscal 2011 and the outyears, it is unclear as to whether the agency will still be able to achieve the projected savings.

- **Compressed Visitation Schedule.** The Fiscal 2010 Preliminary Budget included a PEG proposal to compress the visitation schedule for detainees and City-sentenced inmates from five-to four-days-a-week without impacting the number of visits a person could make or an inmate could receive. According to OMB, DOC would be able to generate savings within its uniform overtime budget by reducing posts at the visit house that are currently run on overtime.

In order to achieve the PEG savings, DOC requested a variance from the New York City Board of Correction. In anticipation of its approval, the Fiscal 2010 Preliminary Budget removed funding in the amount of \$2.9 million annually beginning in Fiscal 2010 from DOC's uniform overtime budget.

The November 2009 Plan restored the \$2.9 million for Fiscal 2010 because the New York City Board of Correction has not approved this action, and is not expected to be approved in time to realize savings for Fiscal 2010. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

- **Five-Day Recreation Schedule.** The Fiscal 2010 Preliminary Budget included a PEG Proposal to compress the current recreation schedule for adult inmates from seven-to five-days-a-week consistent with the New York State Commission on Correction Standards. According to DOC, the agency would be able to reduce its uniform headcount by 50 positions annually through attrition, and generate annual savings of \$4.5 million beginning in Fiscal 2010.

In order to achieve the PEG savings, DOC requested a variance from the New York City Board of Correction. In anticipation of its approval, the Fiscal 2010 Preliminary Budget removed funding in the amount of \$4.5 million annually beginning in Fiscal 2010 from DOC's uniform overtime budget.

The November 2009 Plan restored the \$4.5 million for Fiscal 2010 because the New York City Board of Correction has not approved this action, and is not expected to be approved in time to realize savings for Fiscal 2010. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

- **City-State Capacity Efficiency Initiative.** In the November 2008 Plan, the Department of Correction proposed the City-State Capacity Efficiency Initiative that would generate savings annually by reducing its average daily population and its uniform headcount. According to OMB, the NYC Department of Correction was in negotiations with the State Department of Correction (DOCS) to have the latter house 1,200 of the approximately 2,000 City-sentenced inmates within State facilities.

When first proposed this action would have allowed the DOC to reduce its ADP by 1,200 inmates, remove 519 uniform positions from its budgeted headcount, and generate savings in the amount of \$3.4 million in Fiscal 2009, \$18.7 million in Fiscal 2010 increasing to \$25.2 million in Fiscal 2012. However, the Fiscal 2010 Executive Budget proposed a full restoration of the Fiscal 2009 amount (\$3.4 million)

and a partial restoration of the Fiscal 2010 amount (\$9.4 million). At the time, it was anticipated that the DOC would still transfer 1,200 of the approximately 2,000 inmates to the State, but the Executive plan removed only 266 uniform positions instead of 519.

The Fiscal 2011 Preliminary Budget now restores the remainder of the Fiscal 2010 of approximately \$7.7 million. While this PEG proposal continues to be reflected in the Financial Plan at its full value for 2011 and the outyears, discussions with the Office of Management and Budget indicate that there are still delays due to ongoing negotiations and timing with DOCS, in addition to the transition of the new Commissioner into the agency.

- **Commissary Operations.** In the Fiscal 2006 Executive Budget, the Department presented a PEG proposal to privatize its commissary operations. Under the Department's proposal, the contracted vendor was set to provide the required civilian staffing, and the need for correction officer staffing would be largely eliminated by a "bag and deliver" system that would bring commissary purchases to the inmates in their housing areas. Over the past four fiscal years, the Department has had to partially restore this PEG proposal each year due to its inability to secure an appropriate vendor.

The January Plan restores \$1 million to the Department's Fiscal 2010 Budget, as the agency will be unable to achieve the savings this year. According to the Department, it will try to meet the PEG by centralizing the commissary internally with the anticipation of achieving savings in Fiscal 2011.

## Operations – Rikers Security and Operations

This program area provides for operational security throughout all of the Department's facilities including the Emergency Service Unit, the tactical team on call 24 hours a day for critical situations; the Tactical Search Operation, to assist in maintaining order & retrieving inmate contraband; and the Rapid Response Team, for heightened security alerts on Rikers Island such as inmate escape attempts or potential riot situations.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$31,061</b>	<b>\$29,752</b>	<b>\$21,052</b>	<b>\$19,304</b>	<b>\$18,776</b>	<b>(\$2,276)</b>
Full-Time Salaried – Civilian	1,685	1,864	1,973	1,745	1,986	14
Full-Time Salaried – Uniform	20,093	19,411	19,077	17,559	16,789	(2,288)
New Positions	0	0	2	0	0	(2)
Additional Gross Pay	3,279	3,128	0	0	0	0
Overtime - Civilian	132	109	0	0	0	0
Overtime - Uniformed	5,742	5,121	0	0	0	0
Fringe Benefits	128	119	0	0	0	0
<b>Other Than Personal Services</b>	<b>\$2,542</b>	<b>\$2,332</b>	<b>\$2,734</b>	<b>\$2,955</b>	<b>\$2,456</b>	<b>(\$278)</b>
Supplies and Materials	1,562	1,410	1,731	1,704	1,453	(278)
Property and Equipment	754	671	595	891	595	0
Contractual Services	226	251	408	360	408	0
<b>TOTAL</b>	<b>\$33,603</b>	<b>\$32,084</b>	<b>\$23,785</b>	<b>\$22,259</b>	<b>\$21,231</b>	<b>(\$2,554)</b>
<b>Funding</b>						
<i>City Funds</i>			\$23,785	\$22,008	21,231	(\$2,554)
<i>Federal – Other</i>			\$0	251	0	0
<b>TOTAL</b>			<b>\$23,785</b>	<b>\$22,259</b>	<b>\$21,231</b>	<b>(\$2,554)</b>
<b>Positions</b>						
Full-Time Positions - Civilian	42	45	45	45	45	0
Full-Time Positions - Uniformed	280	254	267	236	236	(31)
<b>TOTAL</b>	<b>322</b>	<b>299</b>	<b>312</b>	<b>281</b>	<b>281</b>	<b>(31)</b>

According to DOC, the increase in contractual services from Fiscal 2009 to Fiscal 2010 reflects a radio maintenance contract that was “rolled” in Fiscal 2010, thereby reducing the actual amount of encumbrances for Fiscal 2009.

**Performance Measures**

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Incidents and Allegations of Department Use of Force	1,751	1,915	2,196	714	694	*
Serious Injury to Inmate	NA	NA	252	87	67	*
Inmate Deaths (exclusive of suicides)	28	25	18	9	3	*
Stabbings and Slashing	37	19	21	6	8	*
Assaults on Staff	442	427	457	152	159	*
Fight/Assault Infractions	6,576	6,109	6,696	2,076	2,317	*
Jail-based arrests of inmates	738	751	567	178	191	*
Searches	192,398	208,440	214,605	71,435	72,078	*
Weapons Recovered	2,472	1,439	1,295	484	378	*
Escapes	0	0	1	1	1	*
Suicides	2	2	0	0	2	*

**Relevant Preliminary Mayor's Management Report (PMMR) Indicators**

According to four-month data in the recently released PMMR, incidents and allegations of use of force declined from 714 in Fiscal 2009 to 694 in Fiscal 2010. The vast majority of uses of force were appropriate attempts to defuse inmate-on-inmate incidents, including 38 percent which involved the use of chemical agents in accordance with Department policy.

Serious injury to inmates, including those resulting from uses of force, accidents, and inmate-on-inmate fights and assaults, fell 23 percent in the first four months of Fiscal 2010, dropping by 20 incidents from 87 to 67. Of the 67 serious injury-to-inmate incidents that occurred, 24 were the result of Use of Force A incidents. Inmate deaths declined by 67 percent, falling from 9 incidents in the prior reporting period to only 3 in Fiscal 2010.

Violent incidents increased slightly in the first quarter of Fiscal 2010, but remained at relatively low levels. There were eight stabbing and slashing incidents, two more than the previous reporting period. Assaults on staff increased from 152 to 159, and fight/assault infractions increased by 12 percent from 2,076 to 2,317. These incidents were appreciable among specific inmate populations, particularly the increasing population of inmates on mental health caseload. To address the increase, DOC is undertaking a review and revision of its security classification system with assistance from the National Institute of Corrections. DOHMH is developing a classification instrument and both departments are together revamping the operation of their mental observation housing units.

The Department performed 72,078 searches and recovered 378 weapons. While the number of searches increased slightly, weapons discoveries fell by nearly 22 percent. The Department's utilization of special search teams continues to serve as a deterrent to the introduction of contraband into the jails.

There were two suicides in City jails during the reporting period. There was one escape, and the fugitive was apprehended within 48 hours.

## Staffing Efficiencies

- **Reduction of Emergency Service Unit (ESU) Daytime Staffing.** “The Department of Correction's Emergency Services Unit is the elite, tactical team the Department relies on during emergencies that rise above the level any individual facility. The Emergency Services Unit [is] the Department's 24-hour-a day crisis management team, [which] is designed to handle any emergency at a moment's notice.” Recognizing that during the day the incidence of emergencies is relatively low, DOC proposes to reduce unnecessary ESU post assigned to the daytime shift.

Through attrition, the department will remove 31 correction officer positions annually and generate savings in the amount of \$1.4 million in Fiscal 2010 and approximately \$2.9 million annually beginning in Fiscal 2011. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.

## Operation – Infrastructure and Environmental Health

DOC is charged with the complete responsibility for maintaining the infrastructure on Rikers Island, including building system improvements, facilities reconstruction, repair and daily maintenance.

<i>Dollars in Thousands</i>	2008	2009	2010	2010	2011	Difference,
	Actual	Actual	Adopted	Jan. Plan	Preliminary	2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$21,463</b>	<b>\$26,482</b>	<b>\$22,238</b>	<b>\$21,672</b>	<b>\$22,376</b>	<b>\$138</b>
Full-Time Salaried – Civilian	14,420	17,885	18,528	17,909	18,613	85
Full-Time Salaried – Uniform	2,885	3,760	3,709	3,763	3,763	53
Additional Gross Pay	848	1,301	0	0	0	0
Overtime - Civilian	3,283	3,236	0	0	0	0
Overtime - Uniformed	344	667	0	0	0	0
Fringe Benefits	36	45	0	0	0	0
P. S. Other	(353)	(412)	0	0	0	0
<b>Other Than Personal Services</b>	<b>\$12,597</b>	<b>\$12,749</b>	<b>\$9,404</b>	<b>\$9,780</b>	<b>\$9,118</b>	<b>(\$285)</b>
Supplies and Materials	4,271	4,195	3,598	4,366	3,492	(107)
Property and Equipment	146	65	166	204	118	(48)
Contractual Services	8,180	8,165	5,640	5,211	5,509	(131)
Fixed and Misc Charges	0	323	0	0	0	0
<b>TOTAL</b>	<b>\$34,060</b>	<b>\$39,230</b>	<b>\$31,642</b>	<b>\$31,452</b>	<b>\$31,494</b>	<b>(\$148)</b>
<b>Funding</b>						
<i>City Funds</i>			\$31,642	\$31,452	\$31,494	(\$148)
<b>TOTAL</b>			<b>\$31,642</b>	<b>\$31,452</b>	<b>\$31,494</b>	<b>(\$148)</b>
<b>Positions</b>						
Full-Time Positions - Civilian	217	231	237	237	237	0
Full-Time Positions - Uniformed	34	45	46	46	46	0
<b>TOTAL</b>	<b>251</b>	<b>276</b>	<b>283</b>	<b>283</b>	<b>283</b>	<b>0</b>

## Operations – Hospital Prison Ward

The Department maintains secure facilities in two City Hospitals, including the Elmhurst Hospital Prison Ward, for female inmates requiring acute psychiatric care, and the Bellevue Hospital Prison Ward for male inmates requiring psychiatric or medical care.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$18,816</b>	<b>\$18,591</b>	<b>\$13,989</b>	<b>\$13,775</b>	<b>\$14,001</b>	<b>\$12</b>
Full-Time Salaried – Uniform	14,797	14,468	13,989	13,775	14,001	12
Additional Gross Pay	2,482	2,358	0	0	0	0
Overtime - Uniformed	1,291	1,547	0	0	0	0
Fringe Benefits	\$246	218	0	0	0	0
<b>TOTAL</b>	<b>\$18,816</b>	<b>\$18,591</b>	<b>\$13,989</b>	<b>\$13,775</b>	<b>\$14,001</b>	<b>\$12</b>
<b>Funding</b>						
<i>City Funds</i>			\$13,989	\$13,775	\$14,001	\$12
<b>TOTAL</b>			<b>\$13,989</b>	<b>\$13,775</b>	<b>\$14,001</b>	<b>\$12</b>
<b>Positions</b>						
Full-Time Positions - Uniformed	201	200	202	202	202	0

## Health and Programs

This program area includes funding for programs ranging from discharge planning services to various correctional industries including the bakery, tailor shop, laundry, and print shop. These programs are designed to keep inmates healthy and attempt to eliminate the root cause of recidivism of inmates.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$6,392</b>	<b>\$6,566</b>	<b>\$5,472</b>	<b>\$5,750</b>	<b>\$5,521</b>	<b>\$48</b>
Full-Time Salaried – Civilian	4,530	4,349	4,268	4,153	4,316	49
Full-Time Salaried – Uniform	1,124	1,379	1,204	1,532	1,204	0
New Positions	0	0	1	0	0	(1)
Other Salaried & Unsalariated	10	0	0	0	0	0
Additional Gross Pay	293	330	0	0	0	0
Overtime - Civilian	319	341	0	0	0	0
Overtime - Uniformed	97	147	0	43	0	0
Fringe Benefits	19	20	0	22	0	0
<b>Other Than Personal Services</b>	<b>\$7,312</b>	<b>\$6,457</b>	<b>\$5,205</b>	<b>\$8,123</b>	<b>\$5,811</b>	<b>\$606</b>
Supplies and Materials	1,622	1,429	1,200	1,783	1,056	(144)
Property and Equipment	333	592	573	998	573	0
Other Services and Charges	0	5	0	0	0	0
Social Services	186	185	180	308	180	0
Contractual Services	5,170	4,246	3,251	\$5,033	4,001	750
<b>TOTAL</b>	<b>\$13,703</b>	<b>\$13,023</b>	<b>\$10,677</b>	<b>\$13,873</b>	<b>\$11,331</b>	<b>\$654</b>
<b>Funding</b>						
<i>City Funds</i>			\$10,342	\$12,958	\$11,140	\$798
<i>Federal – Other</i>			0	196	0	0
<i>Intra-City</i>			335	191	191	(144)
<i>Other Categorical</i>			0	527	0	0
<i>State</i>			0	1	0	0
<b>TOTAL</b>			<b>\$10,677</b>	<b>\$13,873</b>	<b>\$11,331</b>	<b>\$654</b>
<b>Positions</b>						
Full-Time Positions - Civilian	84	81	81	84	81	0
Full-Time Positions - Uniformed	15	19	17	25	17	0
<b>TOTAL</b>	<b>99</b>	<b>100</b>	<b>98</b>	<b>109</b>	<b>98</b>	<b>0</b>

## Performance Measures

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmate Health Clinic Visits	99,057	88,110	92,558	30,733	31,067	*
Average clinic waiting time (minutes)	27	27	23	23	27	*

## Health Services

The Department of Health and Mental Hygiene (DOHMH) is responsible for ensuring that health and mental hygiene services are provided for inmates in the custody of the New York City Department of Correction. Through its Bureau of Correctional Health Services, the Agency provides comprehensive medical and mental health care to persons incarcerated in the City's correctional facilities. DOHMH currently has a contract with the organization Prison Health Services, which is providing medical and mental health care services to all inmates. The current contract for Fiscal Year 2010 is \$124 million and will expire as of December 31, 2010.

According to statements made by the DOHMH Commissioner at a recent Board of Correction meeting, the agency intends to issue a new Request for Proposals in early 2010. It is anticipated that the selected contractor(s) will begin to provide services as of January 1, 2011.

According to DOHMH, each month 7,000 to 8,000 persons are admitted to City Jails. Data from the new admission history is collected in an electronic intake system. See the chart below for self-reported information during Fiscal 2008, the last year for which data is available.

<b>Fiscal 2008 Self-Reported Patient Characteristics</b>	
Smoke	64%
Use Drugs	38%
Use Alcohol	16%
Have Asthma	20%
Have Mental Illness	15%
Are HIV Positive	5%
Have Hepatitis C	6%
Have Hypertension	6%
Have Diabetes	4%

## Public Health Efforts in DOC

Given the large number of individuals who enter and leave the City's Correctional System, it is imperative that these individuals receive medical care as part of the City's overall public health efforts. An example of this public health orientation is the recent news account that 4,385 inmates were provided with the H1N1 Flu vaccines at a cost of \$1.3 million. Similarly, on a voluntary basis, DOC provides HIV testing to inmates upon admission.

**Performance Measures**

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmates transported directly to community-based service sites upon discharge through Riker’s Island Discharge Enhancement (RIDE) program	4,829	3,736	2,947	1,018	1,045	*
Average daily attendance in school programs	767	865	833	852	763	750
Average daily number of inmates in vocational skills training Program	125	125	188	153	141	*

**Relevant PMMR Indicators**

According to four-month data in the recently released PMMR, average daily attendance in school programs declined by approximately 10 percent to 763 in Fiscal 2010 as compared to the four-month data in Fiscal 2009, but remains above the target of 750 for Fiscal 2011.

During the reporting period, the Department transported 1,045 newly released inmates to community-based services, a 3 percent increase from the last reporting period

**Programs**

In recent years, the Department of Correction has placed a strong emphasis on the need to provide discharge planning services and post-release placement to its inmates in an effort to promote reintegration into the community and prevent recidivism. The objective of discharge planning is to ensure that inmates leaving the custody of the Department of Correction have access to programs, including educational opportunities, drug abuse programs and vocational training.

## Administration – Management and Administration

This program area includes funding for central administrative services.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$27,047</b>	<b>\$25,924</b>	<b>\$21,240</b>	<b>\$20,531</b>	<b>\$21,695</b>	<b>\$455</b>
Full-Time Salaried – Civilian	19,571	19,767	17,543	17,078	17,985	443
Full-Time Salaried – Uniform	4,592	3,641	3,697	3,453	3,710	13
Other Salaried & Unsalariated	0	9	0	0	0	0
Additional Gross Pay	1,280	1,210	0	0	0	0
Overtime - Civilian	718	793	0	0	0	0
Overtime - Uniformed	821	453	0	0	0	0
Fringe Benefits	66	51	0	0	0	0
<b>Other Than Personal Services</b>	<b>\$17,511</b>	<b>\$20,859</b>	<b>\$36,717</b>	<b>\$16,440</b>	<b>\$46,916</b>	<b>\$10,199</b>
Supplies and Materials	1,353	2,076	284	295	390	107
Property and Equipment	1,082	1,152	1,825	1,412	1,872	48
Other Services and Charges	8,906	11,687	8,209	8,817	8,502	293
Contractual Services	6,088	5,901	26,355	5,872	36,108	9,753
Fixed and Misc. Charges	82	42	44	44	44	0
<b>TOTAL</b>	<b>\$44,558</b>	<b>\$46,784</b>	<b>\$57,956</b>	<b>\$36,971</b>	<b>\$68,611</b>	<b>\$10,654</b>
<b>Funding</b>						
<i>City Funds</i>			\$57,956	\$36,765	\$68,611	\$10,654
<i>Intra-City</i>			0	206	0	0
<b>TOTAL</b>			<b>\$57,956</b>	<b>\$36,971</b>	<b>\$68,611</b>	<b>\$10,654</b>
<b>Positions</b>						
Full-Time Positions - Civilian	309	298	245	244	245	0
Full-Time Positions - Uniformed	59	43	43	41	43	0
<b>TOTAL</b>	<b>368</b>	<b>341</b>	<b>288</b>	<b>285</b>	<b>288</b>	<b>0</b>

**Commission for Economic Opportunity (CEO) Education Programs for Inmates**

**NYC Center for Economic Opportunity**

**Getting Out and Staying Out Performance to Date**

<b>Performance Measures FY08</b>	<b>FY09</b>	<b>FY1 0*</b>
<b>Program Process</b>		
Number of Initial Assessment <sup>1</sup> 150	124	126
Number of Transition Plan 150	124	113
Number of Court Involvement <sup>2</sup> 150	138	39
Number of Group Counseling 150	124	119
Number of Confirmed Arrivals <sup>3</sup> 103	175	74
Number Gained ID & Entitlements 9	37	36
Number Received Counseling @ GOSO 103	175	85
<b>Outcome</b>		
Number of Enrolled in GED 4	15	5
Number of Vocational Training 16	28	11
Number of College Enrollment 7	23	15
Number of Part-Time Job Placement 3	17	18
Number of Full-Time Job Placement 6	19	8

**Expansion Education on Rikers Island Performance to Date**

<b>Performance Measures FY08</b>	<b>FY09</b>	<b>FY1 0*</b>
<b>Program Process</b>		
Number of New Enrollees 2,635	1,870	864
Number of Continuing Students 1,265	1,741	409
<b>Outcomes</b>		
Number Enrolled in Basic Education 1,265	1,015	316
Number Enrolled in Pre-GED 1,519	1,208	598
Number Enrolled in GED 1,168	1,555	359
Number Passed GED 118	47	34
Number Received Vocational Training 125	149	6

**Notes:**

\* Data is as of FY10 Quarter 2.

1 Represents number served on Rikers Island

2 Represents when program staff interacts with court on behalf of the participants.

3 Represents number of participants on off-Island facility.

- Model Education Program.** Since Fiscal 2008, the Department of Correction has included one-time funding each year to support the Model Education Program for adults discharged from DOC. The program, which targets 16-24 year olds released from the custody of the DOC, links them with educational opportunities within the community. The 2010 Preliminary Budget included funding in the amount of \$674,000 to the Department’s Administration – Management and Administration OTPS budget for Fiscal 2010 to support the continuation of the program and its contracts. Of the \$674,000

originally budgeted for the Model Education Program, the sum of \$304,00 was removed in the Fiscal 2010 Executive Budget and shifted to the Department of Education's budget (DOE), since that agency was managing one of the two contracts associated with the program. As per the Executive Plan, one contract was let with the City University of New York (*CUNY Catch*) and one contract was let with the community-based organization *Get Out Stay Out*.

The Fiscal 2011 Preliminary Budget now includes two actions associated with this initiative. There is a PEG reduction of \$50,000 for Fiscal 2010 associated with the City-wide reduction of all CEO initiatives and an other adjustment of \$75,000 for Fiscal 2011 for the continuation of this initiative. It is anticipated that the Executive Budget will include additional funding for this initiative's full fiscal year value.

- **Commission for Economic Opportunity (CEO) - Rikers Island Education Initiative.** Since Fiscal 2008, the Department of Correction has included one-time funding each year to support the Rikers Island Education initiative to increase the enrollment of 18-21 year olds in education programs by creating a competitive incentive for them to participate. Inmates who participated in the education program received a \$5 stipend per week.

The 2010 Preliminary Budget included funding in the amount of \$636,775 in Fiscal 2010 to continue the Rikers Island Education Initiative. Of that amount, \$466,775 was added to DOC's Personal Services (PS) budget to support the five existing correction officers, and the remaining \$170,000 was used to support classroom costs. The January Plan included corresponding funding for this initiative in the amount of \$1.6 million in the DOE's budget for Fiscal 2010. Of that amount, \$1.5 million was added to DOE's PS budget and \$76,227 was added to its other than personal services budget.

The Fiscal 2011 Preliminary Budget includes a PEG reduction of \$96,000 for Fiscal 2010 associated with the City-wide reduction of all CEO initiatives.

## Administration – Academy and Training

This Program Area includes operating funds for the Training Academy, including salaries for academy staff and correction officer recruits.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Jan. Plan	2011 Preliminary	Difference, 2010 – 2011
<b>Spending</b>						
<b>Personal Services</b>	<b>\$35,998</b>	<b>\$33,811</b>	<b>\$5,437</b>	<b>\$5,465</b>	<b>\$5,467</b>	<b>\$30</b>
Full-Time Salaried – Civilian	743	792	774	790	792	18
Full-Time Salaried – Uniform	28,865	28,207	4,662	4,674	4,674	12
Additional Gross Pay	2,668	2,245	0	0	0	0
Overtime - Civilian	9	5	0	0	0	0
Overtime - Uniformed	3,637	2,394	0	0	0	0
Fringe Benefits	76	169	0	0	0	0
<b>Other Than Personal Services</b>	<b>\$662</b>	<b>\$578</b>	<b>\$442</b>	<b>\$370</b>	<b>\$442</b>	<b>\$0</b>
Supplies and Materials	68	74	140	40	140	0
Property and Equipment	7	19	24	24	24	0
Contractual Services	587	485	278	306	278	0
<b>TOTAL</b>	<b>\$36,660</b>	<b>\$34,389</b>	<b>\$5,878</b>	<b>\$5,835</b>	<b>\$5,908</b>	<b>\$30</b>
<b>Funding</b>						
<i>City Funds</i>			\$5,878	\$5,835	\$5,908	\$30
<b>TOTAL</b>			<b>\$5,878</b>	<b>\$5,835</b>	<b>\$5,908</b>	<b>\$30</b>
<b>Positions</b>						
Full-Time Positions - Civilian	17	13	14	14	14	0
Full-Time Positions - Uniformed	1,149	543	70	70	70	0
<b>TOTAL</b>	<b>1,166</b>	<b>556</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>0</b>

Full-time uniformed positions for Fiscal 2008 and 2009 include correction officer recruits. For Fiscal 2010 and Fiscal 2011 full time positions include only those correction officers assigned to the Academy and Training unit.

### Correction Officer Recruitment

Below please find an historical chart showing the classes for new recruits into the Department of Correction since Fiscal 2006. For Fiscal 2010, the Department had a single graduating class of 206 corrections officers in August. According to the Department, no other classes are scheduled for Fiscal 2010.

<b>Class Date</b>	<b>Beginning Period Month</b>	<b>Beginning Period Uniform Headcount</b>	<b>Beginning Class Head Count</b>	<b>Graduation Head Count</b>	<b>Ending Period Uniform Headcount</b>	<b>Ending Period Month</b>
November-05	October-05	9,163	367	331	9,276	February-06
February-06	February-06	9,276	174	154	9,189	June-06
June-06	June-06	9,189	394	352	9,284	October-06
November-06	October-06	9,284	144	130	9,285	February-07
December-06	November-06	9,378	125	120	9,287	March-07
March-07	February-07	9,285	103	88	9,200	June-07
April-07	March-07	9,287	101	90	9,146	July-07
August-07	September-07	9,185	200	184	9,105	December-07
November-07	October-07	9,130	88	82	9,109	February-08
January-08	December-07	9,105	196	181	8,961	May-08
February-08	January-08	8,997	67	68	9,149	June-08
June-08	June-08	9,149	261	244	9,137	October-08
August-08	July-08	9,143	107	104	9,104	November-08
November-08	October-08	9,122	312	296	9,200	March-09

## Appendix A: Budget Actions in the November and January Plans

Description	Fiscal 2010			Fiscal 2011		
	City	Non-City	Total	City	Non-City	Total
<b>Agency Budget as per June 2009 Plan</b>	<b>\$976,673</b>	<b>\$25,749</b>	<b>\$1,002,422</b>	<b>\$988,873</b>	<b>\$34,037</b>	<b>\$1,022,910</b>
<b>Program to Eliminate the Gap (PEGs)</b>						
Jail, Court, and Support Command Post Reduction	(8,064)		(\$8,064)	(16,251)		(\$16,251)
Inmate Housing Efficiencies			\$0	(10,619)		(\$10,619)
Punitive Segregation Savings	(825)		(\$825)	(3,324)		(\$3,324)
Close Special Needs Housing	(504)		(\$504)	(1,016)		(\$1,016)
Civilianize Hospital Run Posts	(249)		(\$249)	(497)		(\$497)
Civilianize 100 Administrative Positions	(101)		(\$101)	(1,211)		(\$1,211)
Eliminate 10% of Uniform Headquarter Posts	(1,237)		(\$1,237)	(2,493)		(\$2,493)
Northern Boarder Prosecution Revenue	(3,752)	3,752	\$0			\$0
Leasing Beds to Other Jurisdictions	(3,595)	4,050	\$455	(13,238)	16,425	\$3,188
Reduce ESU Daytime Staffing	(1,420)		(\$1,420)	(2,862)		(\$2,862)
OTPS Efficiencies	(378)		(\$378)	(373)		(\$373)
Academy Overtime Savings	(1,170)		(\$1,170)			\$0
CEO Reduction - Model Education Program	(50)		(\$50)			\$0
CEO Reduction - Rikers Education Opportunities	(96)		(\$96)			\$0
<b>Total PEGs</b>	<b>(\$21,441)</b>	<b>\$7,802</b>	<b>(\$13,639)</b>	<b>(\$51,885)</b>	<b>\$16,425</b>	<b>(\$35,460)</b>
<b>New Needs</b>						
Food Cost Increase	5,774		\$5,774	5,774		\$5,774
<b>Total New Needs</b>	<b>\$5,774</b>	<b>\$0</b>	<b>\$5,774</b>	<b>\$5,774</b>	<b>\$0</b>	<b>\$5,774</b>
<b>Other Adjustments</b>						
Collective Bargaining for Managers and Original Jurisdiction	866		\$866	\$866		\$866
Model Education Programs for Adults Discharged from DOC			\$0	75		\$75
Fringe For PS Adjustments	2,213		\$2,213	6,987		\$6,987
ARRA Fringe Benefits		(1,413)	(\$1,413)			\$0
Overtime Adjustment (November Plan)	2,632	0	\$2,632			\$0
Non-City Grants		608	\$608		(81)	(\$81)
Non-City Grants (November Plan)		3,930	\$3,930		3,277	\$3,277
<b>Total Other Adjustments</b>	<b>\$5,710</b>	<b>\$3,126</b>	<b>\$8,836</b>	<b>\$7,928</b>	<b>\$3,197</b>	<b>\$11,124</b>
<b>PEG Restorations and Substitutions (PRS)</b>						
Compressed Visitation Schedule (November Plan)	2,912		\$2,912			\$0
Five Say Recreation Schedule - Attrition (November Plan)	4,456		\$4,456			\$0
Reversal of Commissary Outsourcing PEG	1,000		\$1,000			\$0
City-State Capacity Efficiency	7,670		\$7,670			\$0
<b>Total PEG Restorations and Substitutions (PRS)</b>	<b>\$16,038</b>	<b>\$0</b>	<b>\$16,038</b>	<b>\$0</b>		<b>\$0</b>
<b>Total January Plan Budget Changes</b>	<b>\$6,082</b>	<b>\$10,928</b>	<b>\$17,009</b>	<b>(\$38,183)</b>	<b>\$19,622</b>	<b>(\$18,561)</b>
<b>Agency Budget as per the January 2010 Plan</b>	<b>\$982,755</b>	<b>\$36,677</b>	<b>\$1,019,431</b>	<b>\$950,690</b>	<b>\$53,659</b>	<b>\$1,004,349</b>

**Appendix B: Reconciliation of Program Areas to Units of Appropriation**

*Dollars in thousands*

	Personal Services		OTPS		TOTAL
	001	002	003	004	
Jail Operations	\$28,799	\$744,581	\$78,391	\$0	\$851,772
Rikers Security & Operations	0	18,776	2,456	0	21,231
Infrastructure & Environmental Health	3,417	18,959	9,118	0	31,494
Hospital Prison Ward	0	14,001	0	0	14,001
Health & Programs	2,798	2,722	5,326	484	11,331
Management & Administration	21,044	651	31,746	15,170	68,611
Academy & Training	0	5,467	442	0	5,908
<b>TOTAL</b>	<b>\$56,058</b>	<b>\$805,157</b>	<b>\$127,480</b>	<b>\$15,654</b>	<b>\$1,004,349</b>